

Message Text

UNCLASSIFIED

PAGE 01 SINGAP 01909 01 OF 03 010056Z
ACTION EA-12

INFO OCT-01 ISO-00 ONY-00 /013 W
-----121410 010102Z /61-R
R 280800Z APR 78
FM AMEMBASSY SINGAPORE
TO SECSTATE WASHDC 148

UNCLAS SECTION 1 OF 3 SINGAPORE 1909

E.O. 11652: N/A
TAGS: OGEN
SUBJECT: FY-1980 GORM PROCESS

REF: A) STATE 063477; B) STATE 076363; C) STATE 051444;
D) SINGAPORE 0006; E) 77 STATE 295480

I) PART I, STATE GORM SUBMISSIONS

A) FORM ZBB-1

- 1) TOTAL US PERSONNEL - 27
- 2) TOTAL FSL - 32
- 3) TOTAL PERSONNEL RESOURCES (CURRENT LEVEL) - 59
- A) PACKAGE I (LINE 3 X 90 PERCENT) - 53
- B) PACKAGE II (LINE 3 X 5 PERCENT) - 3
- C) PACKAGE III (LINE 3 X 5 PERCENT) - 3

B) FORM ZBB-2 : PACKAGE WORKSHEET:
AERO - BASE BUDGETING
FY 1980
PERSONNEL RESOURCE WORKSHEET
(LEFT HALF OF CHART)

(1) (2) (3) (4) (5) (6) (7)

FY-78 PACKAGE I

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FUNCTION AMER.OFF AMER.STAFF FSL AMER.OFF AMER.STAFF FSL

EXEC	2	2	2	2	2	2
ADMIN	11	-	20	9	-	18
CON	2	-	4	2	-	4
ECP	8	2	6	7	2	5
TOTAL THIS						

PACKAGE	23	4	32	20	4	29
CUMULATIVE						
TOTAL	23	4	32	20	4	29

(RIGHT HALF OF CHART)

(8) (9) (10) (11) (12) (13)

)

	PACKAGE II			PACKAGE III		
	AMER.OFF	AMER.STAFF	FSL	AMER.OFF	AMER.STAFF	FSL

EXEC	-	-	-	-	-	-
ADMIN	1	-	1	1	-	1
CON	-	-	-	-	-	-
ECP	1	-	-	-	-	1
TOTAL THIS						
PACKAGE	2	-	1	1	-	2
CUMULATIVE						
TOTAL	22	4	30	23	4	32

(RIGHT HALF OF CHART, CONT)

(14) (15) (16)

PACKAGE IV

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	AMER.OFF	AMER.STAFF	FSL
EXEC	-	-	-
ADMIN	1	-	1
CON	-	-	-
ECP	-	-	-
TOTAL THIS			
PACKAGE	1	-	1
CUMULATIVE			
TOTAL	24	4	33

C) FORM ZBB-3 (NOTE: NUMBERS USED TO DENOTE OBJECTIVES CORRESPOND TO OBJECTIVES AND NUMBERS USED IN REFTELS C, D AND E).

(1) DECISION UNIT NAME: SINGAPORE

(2) PACKAGE I OF IV

(3) ACTIVITY DESCRIPTIONS

O

THIS DECISION PACKAGE PROVIDES PERSONNEL RESOURCES AT 90 PERCENT OF OUR "CURRENT LEVEL" AS SPECIFIED REF B. THIS LEVEL REQUIRES A REDUCTION OF SIX POSITIONS (THREE AMERICANS AND THREE FSL'S), WHICH WE BELIEVE WOULD SIGNIFICANTLY IMPAIR THE EMBASSY'S ABILITY TO PURSUE U.S. GOALS AND OBJECTIVES. SINGAPORE IS UNUSUAL

AMONG EA POSTS IN THAT IT HAS FOR SOME YEARS BEEN OPERATING UNDER A STRICT CEILING ON AMERICAN PERSONNEL (BOTH OFFICER AND STAFF) IMPOSED BY THE SINGAPORE GOVERNMENT. THIS HAS MEANT THAT THERE HAVE BEEN NO PERSONNEL INCREASES IN RECENT YEARS TO COMPENSATE FOR INCREASED WORKLOADS, AND THAT CERTAIN SERVICES (BUDGET AND FISCAL, SECURITY) HAVE BEEN ASSUMED BY OTHER NEARBY POSTS. THERE IS THUS NO CUSHION OF POSITIONS OF MARGINAL VALUE THAT COULD BE DROPPED WITHOUT SIGNIFICANTLY AFFECTING OPERATIONS.

THE MAJOR CHANGES FROM CURRENT ACTIVITIES WOULD BE THAT (A) THE POST'S COMMERCIAL ACTIVITIES ON BEHALF OF AMERICAN BUSINESS AND ITS COVERAGE OF ECONOMIC DEVELOPMENTS WOULD BE REDUCED, (B) THE AMOUNT OF SUPPORT PROVIDED TO OTHER POSTS IN THE REGION WOULD BE DRASTICALLY CURTAILED, AND (C) THE CURRENT TRAINING PROGRAMS FOR JUNIOR FSO'S WOULD HAVE TO BE ELIMINATED.

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EXECUTIVE AND CONSULAR SECTIONS WOULD CONTINUE AT PRESENT LEVELS. THE COMBINED ECONOMIC/COMMERCIAL-POLITICAL SECTION (ECP) WOULD GIVE UP ONE US AND ONE FSL SLOT, AND ADMINISTRATION WOULD LOSE TWO U.S. POSITIONS (ONE, THE TRAINING SLOT AT NANYANG UNIVERSITY) AND TWO FSL SLOTS. AT THIS LEVEL, THE EXECUTIVE SECTION WOULD CONTINUE FUNCTIONING AS AT PRESENT. POLICY FORMULATION AND IMPLEMENTATION AT THIS, THE HIGHEST ECHELON IN THE MISSION WOULD CONTINUE. OVERALL MANAGEMENT AND COORDINATION OF REMAINING USG RESOURCES WOULD BE MAINTAINED. ESSENTIAL SUPPORT WOULD BE GIVEN TO ALL U.S. GOALS AND OBJECTIVES IN SINGAPORE, ALTHOUGH FOR SOME AT A SIGNIFICANTLY REDUCED LEVEL.

ECP WOULD BE REDUCED BY TWO POSITIONS: ONE JUNIOR OFFICER ACTING AS ASSISTANT COMMERCIAL ATTACHE AND ONE LOCAL WHO DOES MARKET RESEARCH AT THE INTERNATIONAL MARKETING CENTER. THE SECTION WOULD STILL BE ABLE TO PURSUE OBJECTIVES I AND IV, BUT ACTIVITIES IN CONNECTION WITH OBJECTIVE III WOULD BE FAIRLY SERIOUSLY CURTAILED. THE JUNIOR OFFICER IS RESPONSIBLE FOR SEVERAL CCP CAMPAIGNS, AND THE ABILITY TO PRODUCE IN-HOUSE MARKETING STUDIES WOULD BE LOST. THE CONSULAR SECTION WOULD CONTINUE AT THE PRESENT LEVEL OF TWO OFFICERS AND FOUR FSL'S, BUT THE JUNIOR OFFICER VICE-CONSUL POSITION WOULD BECOME A "REGULAR" POSITION RATHER THAN ONE OF THE THREE THROUGH WHICH JUNIOR OFFICER TRAINEES ARE ROTATED. THIS WOULD HAVE NO APPRECIABLE EFFECT ON CONSULAR ACTIVITIES, ALTHOUGH IT WOULD ELIMINATE WHAT WE BELIEVE TO BE A USEFUL TRAINING OPPORTUNITY FOR JUNIOR OFFICERS IN CONSULAR WORK.

NOTE BY OC/T: TELEGRAM DELAYED IN TRANSMISSION.

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ACTION EA-12

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FM AMEMBASSY SINGAPORE
TO SECSTATE WASHDC 149

UNCLAS SECTION 2 OF 3 SINGAPORE 1909

MOST LOCAL ADMINISTRATIVE SERVICES COULD CONTINUE TO BE PROVIDED, BUT CONSIDERABLY MORE RELIANCE WOULD HAVE TO BE PLACED ON OUTSIDE CONTRACTORS FOR MAINTENANCE, WHILE THE NEW PREVENTIVE MAINTENANCE PROGRAMS FOR FBO HOUSING AND THE CHANCERY WOULD HAVE TO BE ABANDONED. (THE FSL POSITION TO CARRY OUT THIS PROGRAM WAS BUT RECENTLY ACQUIRED AS A RESULT OF THE OBVIOUS NEED AND INSPECTORS' STRONG RECOMMENDATIONS). THE LOSS OF TWO FSL POSITIONS WOULD ALSO NECESSITATE STOPPING ALL BUT TRULY EMERGENCY PROCUREMENT ACTIVITIES FOR OTHER POSTS IN THE REGION, AS WELL AS THE MEDICAL ASSISTANCE WE PROVIDE FOR OTHER POSTS IN THE REGION. THE LOSS OF TWO OFFICER POSITIONS WOULD EFFECTIVELY END TWO TRAINING PROGRAMS -- (A) THE FSI LANGUAGE TRAINING POSITION AT NANYANG UNIVERSITY WOULD BE LOST, AND (B) THE ELIMINATION OF THE JUNIOR OFFICER POSITIONS IN ADMINISTRATION AND IN ECP WOULD MAKE CONTINUATION OF THE JUNIOR OFFICER ROTATIONAL PROGRAM IMPOSSIBLE. COMMUNICATIONS PERSONNEL WOULD NOT BE CUT AND THE ANTICIPATED INCREASE IN C&R WORKLOAD WOULD BE COUNTERBALANCED BY TERP INSTALLATION.

IT IS IN THE REALM OF CONJECTURE BUT STILL POSSIBLE THAT A REDUCTION OF THIS SIZE WOULD INDUCE THE SINGAPORE GOVERNMENT TO LOWER THE CEILING ON US PERSONNEL ACCORDINGLY. THIS WOULD MAKE IT DIFFICULT IF NOT IMPOSSIBLE TO RESTORE THE POSITIONS TO MEET CHANGED CIRCUMSTANCES OR IF (AS WE BELIEVE WOULD BE THE CASE) THE CUTS WERE FOUND TO BE EXCESSIVE IN TERMS OF SUPPORTING US OBJECTIVES.
(4) RESOURCE REQUIREMENTS

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	FY-78	FY-79	THIS PKG	
		ONLY		CUMUL
OFFICERS	23	24	20	20
STAFF	4	4	4	4
FSL'S	32	33	29	29

TOTALS 59 61 53 53

(5) IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES:

ALL GOALS AND OBJECTIVES WITH THE EXCEPTION OF OBJECTIVE III WOULD CONTINUE TO BE PURSUED AT THE PRESENT ACTIVITY LEVEL. LOSS OF TWO POSITIONS IN ECP WOULD NECESSITATE REDUCTIONS IN COUNTRY COMMERCIAL PLAN ACTIVITIES AND REQUIRE OUTSIDE CONTRACTING FOR IMC'S MARKET RESEARCH PROGRAM. THE EFFECTS ON "ESSENTIAL ACTIVITIES" WOULD ALSO BE DETRIMENTAL. PROCUREMENT AND MEDICAL ASSISTANCE FOR OTHER POSTS WOULD BE LIMITED TO GENUINE EMERGENCIES AND MAINTENANCE CAPABILITIES WOULD GREATLY DECREASE. CURRENT TRAINING PROGRAMS WOULD HAVE TO BE SCRAPPED. ALSO, WITH TWO FEWER AMERICAN OFFICERS (THE JOT'S) IN THE EMBASSY, OUR ABILITY AND FLEXIBILITY IN HANDLING THE NUMEROUS VIP VISITORS TO SINGAPORE AND IN HOSTING REGIONAL MEETINGS WOULD BE SHARPLY REDUCED.

(1) DECISION UNIT: SINGAPORE

(2) PACKAGE II OF IV

(3) ACTIVITY DESCRIPTION

AT THIS LEVEL THE RESTORATION OF TWO JUNIOR OFFICER SLOTS WOULD ENABLE THE JUNIOR OFFICER ROTATIONAL PROGRAM TO BE REINSTATED. ADDING ONE JOT POSITION TO ECP WOULD PERMIT THE SECTION TO INCREASE SUPPORT FOR OBJECTIVE III.

RESTORATION OF THE JUNIOR OFFICER POSITION IN ADMINISTRATION WOULD PERMIT ADEQUATE TIME TO BE DEVOTED TO LONGER TERM PROJECTS, UNCLASSIFIED

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TO PLANNING, AND TO QUALITATIVE IMPROVEMENTS IN ADMINISTRATIVE SERVICES AND MAINTENANCE RATHER THAN HOLD-THE-FORT TYPE OPERATIONS. THE RESTORATION OF AN FSL POSITION IN THIS SECTION WOULD RETURN TO US MAINTENANCE CAPABILITIES AT A MINIMUM LEVEL AND PERMIT DEVELOPMENT OF PREVENTIVE MAINTENANCE PROGRAMS FOR THE CHANCERY AND FOR FBO HOUSING.

(4) RESOURCE REQUIREMENTS

	THIS PKG			
	FY-78	FY-79	ONLY	CUMUL
OFFICER	23	24	2	22
STAFF	4	4	-	4
FSL'S	32	33	1	30
TOTALS	59	61	3	56

(5) IMPACT ON U.S. POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES:

ABILITY TO PURSUE OBJECTIVE III WOULD BE IMPROVED BY RESTORA-

TION OF THE JUNIOR OFFICER ECP POSITION, BUT MARKETING RESEARCH WOULD CONTINUE TO REQUIRE OUTSIDE CONTRACTING. THIS WOULD INCREASE EXPENSES AND REDUCE FLEXIBILITY IN REGARDS TO OBJECTIVE III ACTIVITIES. MAINTENANCE ACTIVITIES WOULD BE RESTORED TO CLOSE TO PRESENT LEVELS, BUT SUPPORT FOR OTHER POSTS IN PROCUREMENT AND MEDICAL AREAS WOULD CONTINUE TO BE CURTAILED. THE JUNIOR OFFICER ROTATIONAL PROGRAM WOULD BE RESTORED, BUT THE FSI LANGUAGE POSITION WOULD REMAIN CUT.

(1) DECISION UNIT: SINGAPORE

(2) PACKAGE III OF IV

(3) ACITIVITY DESCRIPTION

ALL CURRENT ACTIVITIES CONDUCTED BY THE EMBASSY IN SUPPORT OF U.S. GOALS AND OBJECTIVES WOULD BE CONTINUED AT THE PRESENT LEVELS. THE FSI LANGUAGE POSITION AT NANYANG WOULD BE RESTORED, O AS WOULD THE FSL MARKET RESEARCH POSITION. CURRENT PROCUREMENT UNCLASSIFIED

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ACTIVITIES FOR OTHER POSTS IN THE REGION COULD BE RESUMED, AND MEDICAL ASSISTANCE FOR OTHER POSTS COULD BE INCREASED SLIGHTLY.

(4) RESOURCE REQUIREMENTS

FY-1980

	THIS PKG			
	FY-78	FY-79	ONLY	CUMUL
OFFICER	23	24	1	23
STAFF	4	4	-	4
FSL'S	32	33	2	32
TOTALS	59	61	3	59

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PAGE 01 SINGAP 01909 03 OF 03 010118Z
ACTION EA-12

INFO OCT-01 ISO-00 ONY-00 /013 W

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R 280800Z APR 78

FM AMEMBASSY SINGAPORE
TO SECSTATE WASHDC 150

UNCLAS SECTION 3 OF 3 SINGAPORE 1909

(5) IMPACT OF U.S. POLICY GOALS, OBJECTIVES, AND ESSENTIAL
ACTIVITIES:

WHILE THIS LEVEL WOULD PERMIT THE CONTINUATION OF ALL CURRENT
ACTIVITIES, THE ADMINISTRATIVE OFFICER WOULD STILL HAVE
LIMITED TIME AVAILABLE FOR PLANNING ACTIVITIES BECAUSE OF TIME
REQUIRED FOR POST SECURITY MATTERS, AND THE SLIM RESOURCES OF THE
PERSONNEL SECTION (1 OFFICER AND 1 FSL) WOULD CONTINUE TO BE
TAXED BY REQUESTS FOR MEDICAL ASSISTANCE FROM OTHER POSTS IN THE
REGION.

(1) DECISION UNIT: SINGAPORE

(2) PACKAGE IV OF IV

(3) ACTIVITY DESCRIPTION

AT THIS LEVEL, CURRENT PERSONNEL RESOURCES WOULD BE INCREASED
BY ONE OFFICER AND ONE FSL. THE OFFICER WOULD BE A REGIONAL
SECURITY OFFICER. THIS WOULD INSURE THAT THE POST RECEIVES FULL-
TIME, PROFESSIONAL ATTENTION TO SECURITY MATTERS AT A TIME WHEN
INTERNATIONAL TERROIST ACTIVITIES ARE ON THE INCREASE. THE
ADDITION OF THIS OFFICER WOULD ALSO FREE THE ADMIN OFFICER FROM
DAY-TO-DAY SECURITY WORK (CURRENTLY 20 PERCENT OF HIS TIME). THE
ENTIRE ADMIN OPERATION WOULD THEREBY BE STRENGTHENED AND NEEDED
TIME DEVOTED TO LONG-RANGE PLANNING AND IMPORTANT PROJECTS. THE
FSL POSITION WOULD PERMIT ESTABLISHMENT OF AN EMBASSY HEALTH ROOM
STAFFED BY AN FSL REGISTERED NURSE. HEALTH CARE IN SINGAPORE IS
OF MUCH HIGHER QUALITY THAN IN THE SURROUNDING REGION, AND
CONSEQUENTLY THE EMBASSY RECEIVED NUMEROUS REQUESTS FROM OTHER
POSTS TO ASSIST WITH REFERRALS, APPOINTMENTS, ETC., PLUS NUMEROUS
"MED-EVACS". HANDLING OF THESE ACTIVITIES BY A PROFESSIONAL NURSE
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WOULD MAKE POSSIBLE BETTER REFERRAL SERVICES, CLOSER LIAISON WITH
THE SINGAPORE MEDICAL ESTABLISHMENT, AND FOLLOW-UP ACTION ON THE
QUALITY OF CARE RECEIVED. A NURSE WOULD ALSO BE BENEFICIAL FOR
USG EMPLOYEES IN SINGAPORE, AND WOULD PERMIT ADMIN PERSONNEL TO
DEVOTE MORE TIME TO OTHER ACTIVITIES. IT WOULD ALSO BE
POSSIBLE FOR US TO PERFORM VARIOUS SERVICES (IMMUNIZATIONS,
FOR EXAMPLE) THAT ARE NOW DONE UNDER CONTRACT.

(4) RESOURCE REQUIREMENTS

FY-1980

THIS PKG

FY-78 FY-79 ONLY CUMUL

OFFICERS 23 24 1 24

STAFF	4	4	-	4
FSL'S	32	33	1	33
TOTALS	59	61	2	61

(5) IMPACT ON U.S. POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES:

WHILE NOT AFFECTING THE EMBASSY'S ABILITY TO CARRY OUT SUPPORT OF U.S. POLICY GOALS, AND OBJECTIVES, THE ADDITIONS IN THIS PACKAGE WOULD BE HELPFUL BOTH IN BACKSTOPPING THE EMBASSY'S ACTIVITIES AND IN SUPPORTING OTHER POSTS IN THE REGION. AN INCREASE TO THIS LEVEL WOULD INCREASE CAPABILITY FOR MEDICAL SUPPORT ACTIVITY BOTH HERE AND FOR OTHER POSTS. IT WOULD ALSO ENHANCE POST SECURITY AND GIVE THE ADMINISTRATIVE OFFICER MORE TIME FOR OTHER PRIORITY ACTIVITIES.

D) NON-SALARY FUNDING

THE EMBASSY IS CURRENTLY ADEQUATELY BUT MODESTLY FUNDED. SUFFICIENT FUNDS ARE AVAILABLE FOR THE COMMERCIAL LIBRARY AND UNCLASSIFIED

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OTHER COMMERCIAL PROGRAMS, RESEARCH MATERIALS FOR THE ECONOMIC AND POLITICAL REPORTING REQUIREMENTS, SUPPLIES AND EQUIPMENT, ROUTINE MAINTENANCE, OPERATING EXPENSES AND OTHER NORMAL ADMINISTRATIVE OPERATIONS. FUNDING FOR SHORT-TERM HOUSING IS AT THE BORDERLINE, AND WITH RENTALS INCREASING FASTER THAN THE GENERAL RATE OF INFLATION, MAY BECOME INADEQUATE - ESPECIALLY ON THE LOWER END OF THE SALARY/GRADE SCALE. REPRESENTATIONAL FUNDS SHOULD BE HIGHER, AS SOME OFFICERS ARE NOW OUT-OF-POCKET AND JUNIOR OFFICERS, IN PARTICULAR, MUST CURTAIL THEIR REPRESENTATIONAL ACTIVITIES.

E) IMPACT ON POLICY GOALS, OBJECTIVES, AND ESSENTIAL FUNCTIONS OF CHANGES IN FUNDING:

1) FUNDING BELOW CURRENT LEVELS WOULD HAVE IMPORTANT DELETERIOUS EFFECTS. THE ABILITY TO HIRE PART-TIME TEMPORARY HELP FOR SUCH THING AS TRADE SHOWS AND PERIODS OF PEAK CONSULAR WORKLOAD WOULD BE IMPAIRED. THE NECESSITY TO MINIMIZE OVERTIME WOULD CUT DOWN ON OUR ABILITY TO HANDLE ADEQUATELY IMPORTANT OFFICIAL VISITORS (WHO, BECAUSE THEY MUST TRAVEL BY U.S. FLAG CARRIER, ALMOST INVARIABLY ARRIVE AND DEPART OUTSIDE OF OFFICE HOURS). FUNDS FOR OBTAINING MARKET STUDIES AND ADDITIONAL PERIODICALS FOR LIBRARY AND REPORTING USE WOULD BE REDUCED. REFURBISHING PROJECTS FOR BOTH THE CHANCERY AND FBO HOUSING COULD NOT BE CARRIED OUT, AND DETERIORATION OF USG-OWNED PROPERTIES WOULD BE UNAVOIDABLE. AT PRESENT, SOME SECTIONS OF THE CHANCERY HAVE NOT BEEN REFURNISHED SINCE CONSTRUCTION IN THE EARLY 1960'S.

2) CONTINUING AT CURRENT OPERATING LEVELS WOULD PROVIDE ADEQUATE FUNDS FOR PRESENT ACTIVITIES. THE QUALITY OF HOUSING MIGHT BE IMPACTED IN SOME INSTANCES, AS RENTAL COSTS INCREASE FASTER THAN THE GENERAL PRICE INDEX. REPRESENTATIONAL ACTIVITIES MIGHT ALSO HAVE TO BE REDUCED SOMEWHAT, OR WOULD REQUIRE MORE OUT-OF-POCKET EXPENDITURES.

3) WITH AN INCREASE IN FUNDING, PURSUIT OF OBJECTIVE III
COULD BE ENHANCED BY INCREASED PURCHASES OF MATERIALS FOR THE
COMMERCIAL LIBRARY AND ADDITIONAL CONTRACTING OF MARKET RESEARCH.
THE QUALITY OF FBO HOUSING COULD BE IMPROVED BY SOME MAJOR
REMODELING PROJECTS. THE AGE OF FBP PROPERTY IN SINGAPORE AND
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THE RAPID DETERIORATION CAUSED BY THE EQUATORIAL CLIMATE MAKE
PROJECTS FOR KITCHENS, BATHROOMS, PLUMBING AND WIRING HIGHLY
DESIRABLE. THE TIMETABLE FOR CHANCERY RENOVATION PROJECTS COULD
ALSO BE ACCELERATED AND MORE ADEQUATE, MODERN, SPACIOUS --
AND HENCE MORE COSTLY -- LEASED QUARTERS COULD BE OBTAINED.

F) PART II IS BEING SUBMITTED BY SEPTTEL.
HOLDRIDGE

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Status: NATIVE
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To: STATE
Type: TE
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20 Mar 2014
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